IEG-349/70
28 October 1970

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT   : Comments on your Comments on ASPIN Report

I have reviewed your draft comments on the ASPIN report and offer the following thoughts:

1. Project ASPIN was established to determine how the Agency can do a better job in managing its ADP resources. ADP in the Agency has suffered seriously from a lack of clear-cut line management responsibility and accountability. There have been technical advisors, ADP coordinators, ADP staff, etc., ad nauseam -- all diluting the ADP managers' responsibility for the effectiveness with which he uses his assets. Therefore, I strongly support your point that principal responsibilities for ADP planning must rest with the component manager being served. I would recommend deleting "and control" from the last sentence of your memorandum so the sentence will read "... responsibility for guiding ADP planning and coordination throughout the Agency." The Director of OCS should have full control of his own empire but only an advisory responsibility for other ADP components within the Agency.

2. Regarding R&D information processing, ASPIN failed to distinguish between research and development as an activity which advances the state-of-the-art on information sciences on the one hand and problem definition, application design and development on the other. Problem definition, application design, development and implementation are tasks in which the ADP operating components must exercise leadership. Pure research on the information research sciences is probably best done by the academic and commercial research world. Developmental research, that is applying known technology to intelligence problems, can be handled either by an R&D organization established to deal with all aspects of R&D or by a separate component within the principal agency ADP component. Additional study is needed to

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determine which arrangement is likely to produce the best
results. In either case, close active communication between
the developers, the ADP operating components and the customers
is essential. I would suggest adding a sentence to the
comments concerning page V.5, paragraph 14a which reads:
"Problem definition and ADP application design, development
and implementation, however, should not be confused with
research and development tasks which may properly belong to
a separate organization."

3. Regarding comments on page V.6, paragraph 16, R&D
projects or programs in the area of information sciences
should receive the same scrutiny as any R&D project (vice
other ADP projects). Again the operating ADP component
manager and his chain of command must be held responsible for
the success of the ADP projects he undertakes. The reviews
and approvals required of him before undertaking a project
must be controlled by his chain of command. I see no reason
for these controls to be any different from those placed on
any other manager in allocating his resources.
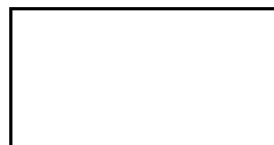
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Chief, Imagery Exploitation Group
NPIC

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